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CIA TODAY AND TOMORROW
Course #2-74

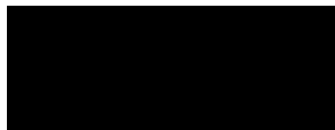
15, 16, 17 January 1974

Headquarters Auditorium

The objective of the course is to update the participants on recent developments and future programs in the Agency and the Intelligence Community.

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

STAFF



25X1A

TRAINING ASSISTANT



25X1A

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CIA TODAY AND TOMORROW

15, 16, 17 January 1974
Headquarters Auditorium

Tuesday, 15 January

0845 - 0910	Registration		
0910 - 0920	Welcome to Program	Alfonso Rodriguez Director of Training	
0920 - 1010	The Role of the Intelligence Community in the SALT Negotiations	[REDACTED] National Intelligence Officer for Strategic Programs	25X1A

The speaker, who has played a key Agency role in supporting the SALT negotiations, will discuss the background of the negotiations, their present status, and the vital role which CIA and other members of the Intelligence Community have played in this unique effort.

1030 - 1130	An Intelligence Look at the USSR	[REDACTED] Chief, Soviet-East European Staff, Office of Political Research	25X1A
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A senior Agency officer familiar with the production of political and economic intelligence will discuss the nature and adequacy of US intelligence on the USSR. He will comment on our ability to respond to changing demands of policy level consumers and on probable trends in the intelligence picture with respect to this primary target.

1130 - 1230 Lunch

1230 - 1330 Film: [REDACTED] 25X6

This film, narrated by former Ambassador Edwin Reischauer, attempts to bring American audiences an appreciation of the force and variety of modern [REDACTED] An OTR officer will put

25X6

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1340 - 1430

The Intelligence
Directorate -
Present Activities
and Future Trends

Paul Walsh
Associate Deputy
Director for
Intelligence

The primary responsibility for producing finished intelligence and providing policy support for the President and the NSC lies in the Intelligence Directorate. Our speaker will discuss the major activities of this Directorate including new responsibilities in the political research field. He will also address himself to special problem areas of current interest, and relationships with other parts of the Agency and the Intelligence Community.


1430 - 1500

Break

25X1A

1500 - 1600

CIA's Relationship
with the Congress


Former Legislative
Counsel

What is the current status of our congressional relations? What are our responsibilities to the special committees set up to oversee the Agency? Our speaker, counselor to three Directors of Central Intelligence, will discuss these questions and others related to this sensitive and critical area during this period of dynamic change in congressional attitudes toward foreign policy and intelligence activities.

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Wednesday, 16 January

25X1A

0910 - 1010

A Critical Intelligence
Problem - International
Drug Traffic

~~Chief, Narcotics
Coordination Group~~

In recent years the U.S. Government and the Agency have become increasingly involved in efforts to stem the flow of drugs into our country. The President has given this effort a top priority. The Agency's coordinator in this area will discuss the government's efforts in this field, and, more specifically, the Agency's present and future role in this new, but significant area of our operations.

1010 - 1040

Break

John Blake

1040 - 1140

Management and Services -
The Agency's Support
Arm

~~Harold Brownman
Deputy Director
for Management
and Services~~

The speaker will describe current activities and priorities in the Management and Services Directorate, with emphasis on recent changes and developments both at Headquarters and at overseas stations. With changing international priorities and dwindling resources in terms of men, money, and material, the DDM&S will also discuss the impact that "doing more with less" will have on services the Directorate provides the Agency.

1140 - 1240

Lunch

1245 - 1340

The Operations
Directorate -
Today and Tomorrow

William Nelson
Deputy Director
for Operations

The Operations Directorate, like the rest of the Agency, is adapting to changing world conditions and new international priorities. The Deputy Director for Operations will present his views as to how the manpower and other resources of the DDO must be utilized in the future in order to continue to perform its important missions effectively.

1345 - 1440

Film:
and Discussion

~~Office of Security~~

25X1A

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The film is a study of security problems abroad portrayed through the dramatic account of the compromise of a key intelligence source in [REDACTED]. The discussion of the film will focus on the many facets of personal and technical security vital to intelligence operations and serving a mission overseas.

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1440 - 1510

Break

1510 - 1610

The Field Station

25X1A

Today

Chief, Western Hemisphere Division

The speaker, a senior operations officer and division chief, will concentrate on how a typical field station is organized to conduct its various operational assignments. He will also describe headquarters-field relationships, how station requirements are generated and fulfilled, and how liaison with other U.S. agencies and foreign intelligence services is carried out.

Thursday, 17 January

0910 - 1000	The International Economic Scene - An Agency View	Maurice Ernst Director of Economic Research
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Our speaker, the Director of Economic Research, will outline how the policy maker's interests in economic intelligence have shifted in recent years and will describe new priorities and requirements emerging in this field. Reorganization within OER and other parts of the Federal Government and the Intelligence Community to meet the increasing demands in this field will also be discussed.

1010 - 1030 Break

1030 - 1130	The Agency's Scientific and Technological Responsibilities	Carl Duckett Deputy Director for Science and Technology
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The speaker will describe the current activities of his Directorate, including new organizational responsibilities and changes in mission. He will also discuss the contribution Science and Technology has made to intelligence, and take a look into the future at possible technological developments which may be of interest to the Agency.

1140 - 1230	The Agency's Personnel Outlook	Fred Janney Director of Personnel
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The new Director of Personnel will give us an overview of his responsibilities as personnel manager for the entire Agency. He will review the overall Agency personnel situation in the light of recent reductions and offer his view on what the future holds. He will cover recent changes and developments in such areas as recruitment, career management, fitness reports and retirement policy.

1230 - 1330 Lunch

1340 - 1440	DCI Leadership Tasks for the Intelligence Community	<div style="background-color: black; width: 100px; height: 1em; display: inline-block;"></div> Associate Deputy to the DCI for the Intelligence Community
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25X1A

One of the Director's primary responsibilities is that of overseer of the Intelligence Community. The speaker will describe this coordinating role, and the mechanisms which are currently established to support the Director in this capacity. Key problems facing the DCI in the management of Intelligence Community resources will also be discussed.

1440 - 1510 Break and Student
 Evaluations

1520 - 1600 Final Remarks William Colby
 Director of
 Central
 Intelligence

The Director of Central Intelligence will conclude the program by presenting his views on the current and future status of the Agency and the Intelligence Community.

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SUMMARY OF EVALUATIONS

CIA TODAY AND TOMORROW

15 - 17 January 1974

1. Each attendee was urged to evaluate the three-day presentation as to how well the course met its stated objective and to make suggestions regarding course content. Of the 115 individuals who submitted written evaluations 90% felt that the course met its stated objective. The remainder felt that the objective was partially met but were concerned that there was less on the "tomorrow" aspect of the course than they had anticipated. Those who were in the minority agreed, however, that because of the many unknowns it was not unexpected that speakers would tend to emphasize the "today" rather than the future. There were no really negative reactions to the program as a whole.

2. There were many and varied responses to the question asking for suggestions on other subjects that should be included in the course. Many, of course, reflected the parochial interests of the attendees but there were several ideas that might be considered in the future. For example:

- a. Several felt that there should be some coverage of geographical areas other than just the USSR. The People's Republic of China was a primary suggestion but the Mid East was mentioned also.
- b. There appeared to be a real concern on the part of the respondents to personnel problems of a varying nature. There were several suggestions about including something about the Agency's Equal Employment Opportunity and Upward Mobility programs. A few wanted to hear something about the image of the Agency and its relationship to recruitment and there was a suggestion that a discussion on drugs and alcohol as it relates to employee problems would be beneficial. One topic that came up a few times was the problem of career development and training.

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- c. Some felt that there should be more coverage on the Agency's role in the collection and production of economic intelligence; others felt that the coverage was just right or too much.
- d. There was a definite interest in the subject of Management by Objectives (MBO) and several suggestions were made that MBO be covered in more depth in future runnings of the course.
- e. There were several suggestions indicating that while the coverage of the four directorates was satisfactory there could have been more on the organization and responsibilities of the DCI's area. Specifically, there were suggestions relating to the General Counsel's office and current problems faced in that area; there were comments about the role of the National Intelligence Officers and Key Intelligence Questions (KIQs); and there was a suggestion that the Management Advisory Group (MAG) be covered.
- f. A few individuals would like to hear more about the Agency's contribution to the policy making effort using specific examples or case studies and several suggested that more emphasis could have been made on the Agency's relationship with other components of the Intelligence Community.

3. The Office of Training received generally high marks in the presentation of the course. The subject matter, speakers and administration were just about what the attendees expected and needed. Several who had recently returned from overseas assignments felt that the course was an excellent way to get up-to-date on recent organizational changes. There was mixed reaction to the two films that were shown during the course. Many felt that they were pleasant interludes and not pertinent to the course. Some felt that if there were a better film on the problem of personnel security in the Headquarters area it would be more to the point. There were a few who felt that the course was too long and several who felt that it could be expanded. One attendee in the latter category felt that it would be worthwhile for each directorate to have a separate day similar to the one for the Directorate for Operations at the end of the course.

Compiled by
LB

Selective Student Comments

CIA Today and Tomorrow

15 - 17 January 1974

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1. [REDACTED] - too many organizational charts - too dull - not of general interest. (A good number of negative comments.)
2. Schedule movies after lunch. (Some felt films were superfluous.)
3. Add lecture on China.
4. "Today" emphasized rather than "Tomorrow."
5. Have more on Agency activities in field of public relations. (Colby covered to some extent.)
6. Have speakers repeat questions.
7. Give more time to Personnel.
8. More on M.B.O.
9. DDO's presentation not too informative. (Opinion of several non-DDO participants.)
10. This is the best short Agency course I've attended. (Several comments.)
11. SALT talk should be broadened to include how we assist State Department et al in foreign and military policy matters.
12. Tell us how to spot drug addiction and alcoholism within the Agency.
13. Eliminate any speaker who reads his text!
14. Cover relationship between Program Call, old O/PPB, and new Comptroller function.

15. Put starting time of course in OTR flyer.
16. After the 1973 debacle in CIA, this course is important.
17. Could you put in a coffee machine closer to Auditorium?
18. Eliminate all charts which contain more than ten words.
19. Give more slots to satellite offices not in Headquarters building. (We did give extra slots to NPIC!)
20. Why not conclude with an extra day for each of the Directorates (like DDO)?
21. First day needs to be strengthened. (I agree!)
- 25X6 22. Eliminate [REDACTED] film; (a minority liked it!)
23. Try a panel on Personnel going into more specifics.
24. More about what Security is doing.
25. Add separate lecture on NIO concept.

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22 January 1974

MEMORANDUM FOR: Chief, Intelligence Institute

SUBJECT : Operations Directorate Day of CIA
Today and Tomorrow

1. An extra day of CIA Today and Tomorrow was added to give DDO participants in the course, particularly recent returnees from the field, a more detailed account of changes in their directorate. Of the 58 who attended 46 were from DDO, 8 from OTS and 4 from OTR. No formal poll of student reaction to the DDO Day was taken but a sampling of opinions by the coordinator and the DDO Training Officer indicated a generally favorable response to both the substance and delivery of the various speakers on the attached schedule. The presentation by the Plans Staff, the lecture on the and the closing remarks by the ADDO drew the greatest response in both the number and variety of questions to the speakers.

2. To avoid the numerous and last minute scheduling changes which arose over conflicting commitments by the speakers, most of whom were deeply involved in the semi-annual program review, it is recommended that the DDO Day not be held either in January or July when such a large number of DDO personnel will be preoccupied with the program reviews.

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Coordinator for the DDO Day
Senior Seminars Branch

cc. [REDACTED]

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21 Jan. 1974

MEMORANDUM FOR: Chief, Intelligence Institute
SUBJECT : CIA Today and Tomorrow

1. My initial "post-mortem" reaction to last week's Today and Tomorrow course is that it was quite successful. Student evaluations reflected a good deal of enthusiasm. As in the last course, the recent overseas returnees--DDO and DDM&S--seemed to be particularly grateful for this opportunity to bring themselves up to date. OTR received many compliments--both oral and written.

2. If there was any single thread of criticism--it was that a number of speakers stressed "Today" rather than "Tomorrow". In view of the uncertainties of the future and the difficulty of long-range planning, this is understandable.

3. Maximum attendance was 180--with each Directorate well represented.

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21 January 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Summary of DCI's Remarks to CIA Today & Tomorrow
Course. 17 January 1974

Mr. Colby started his remarks by commenting on the President's announcement of the Egyptian/Israeli Agreement which was to be signed shortly. He commented on the contributions of the Intelligence Community to Secretary Kissinger's efforts and concluded by saying that intelligence has come of age.

The thrust of Mr. Colby's talk centered around the challenges that the Agency and the Intelligence Community faced today. He concentrated on four, remarking that there were more to be sure.

1. The challenge of change: We have to face the change in targets and techniques. He cited as an example the decrease in paramilitary activities and the decreasing need for doing this in the future. He said that we must look forward to a marriage of the craft of intelligence with technology. The SALT agreement was not possible without technology to help monitor the agreements and verify activities. The analyst and the operations officer would have to face up to a new way of doing things and technology was the key.
2. The challenge of cost: The cost of things (people and resources) were increasing, and management was going to have to look at the problem and determine how things could be done better at less cost or a more realistic cost. Management has to start with the end product. We have to determine the substantive needs, allocate priorities and continually evaluate. A technique for doing this would be the National Intelligence Officers. They would take major problems, review them from the point of view of the DCI's chair, determine what is needed, who is doing it, how much

[illegible]

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it would cost and staff it out. He likened it to a staff officer who assembles ideas in a form for submission to, and consideration and approval by, the DCI. The data was to be used as a baseline.

3. The challenge of our contribution: The intelligence process must contribute to the decision-making process. The intelligence product is only a product when it is in the minds of the policy makers. We must focus our intelligence on those things needed by the user to cause action.
4. The challenge of constitutionality: As DCI he was going to run an American intelligence program because we were an open constitutional society. It had to reflect American values. He cited the EEO program. He said that we had to take a different approach to secrecy. There were good secrets and bad secrets, there were secrets and non-secrets, and we had to protect the good secrets. He cited the Marchetti case-we would object to the revelation of sources and methods if they were detrimental to our efforts. We would not object to criticism.

At the conclusion of his remarks Mr. Colby responded to the following questions from the floor:

- Q. Are there any plans for training FSO's to pick up the slack in political reporting and other intelligence efforts?
- A. We have tried orientation and familiarization tours but FSO's are more concerned with becoming ambassadors than intelligence officers. He thought the Key Intelligence Questions seemed to be a better way for State and the other departments to contribute to the solution of intelligence questions. Let State do normal overt collection. Let the Agency concentrate on the hard targets.
- Q. How is MBO being accepted and have the results measured up to the DCI's expectations?
- A. Change takes time. He felt that there was an acceptance to the approach but did not feel that the communications function was going as well as he'd like. Felt that we

were still suffering from it being considered a staff exercise rather than what it should be - a line exercise. Progress, but still not home yet.

Q. What are your thoughts concerning retirement age?

A. There is the 60 year old requirement and then there is the 50 year old rule to meet certain problems. Feels that there should be a formalized panel review procedure to rank and identify the bottom ends of the various specialities as well as the top. He does not look at it as an automatic function but a way to get the hint. A 2-3 year process.

Q. Is the Charter of the Agency being revised?

A. It is undergoing review in the Senate. I am not overly concerned. There should be some changes such as writing in the limitation to make sure that it is foreign intelligence we are concerned with. The act may be changed to eliminate paramilitary activity, but the question should be raised as to whether this country wants to deprive itself of this capability. Perhaps something should be written in to make sure that former employees respect secrets. Should be some teeth to help the DCI protect sources and methods.

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January 21, 1974

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MEMORANDUM FOR: [REDACTED] OTR

SUBJECT: "CIA Today and Tomorrow"

These are the comments on the subject course which I promised to forward to you. Please see the questionnaire for other comments.

General Comments

1. Too much time was allotted for the registration period and between speakers. Ten minutes would have been sufficient.

2. More speakers should have used visual aids. It is laborious not to have some visual diversion by looking at vugraphs or watching the speaker move around the stage. I think audience attention would increase if the speakers were mobile.

✓ 3. Mr. Carver should be invited to address the subject of the NIOs and Mr. Colby's philosophy of their functions and relationships.

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January 15

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1. [REDACTED] material was good, but I don't think his delivery of it was. He spoke in a monotone and read from his script too much. Since [REDACTED] is representative of the D/DCI/NIO, his presentation should have been one of the final presentations on the last day. He certainly should not have been the first speaker.

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2. [REDACTED] did not address his subject adequately. Much of his presentation was lost because of his manner of presentation: he swallowed or slurred many of his words. He was not obviously well organized and a speaker should never read his presentation.

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3. Although the film " [REDACTED] " was excellent, I fail to see its relevance to the course. If it is meant as a change of pace, OK, but mention of its purpose should be made.

4. Mr. Walsh's presentation was excellent in every respect. He was well organized and forthright. He understands the mechanics of good speaking.

5. Though not outstanding in his mechanics, [REDACTED] also gave a fine lecture. He seemed to strike a rapport with the audience and exhibited honesty and candidness.

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January 16

25X1A

6. [REDACTED] was conversant with his subject and presented it very well. I feel he did a good job of explaining a complex subject.

7. Mr. Blake was likewise very knowledgeable of his subject and was a very good speaker.

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8. Though Mr. Nelson obviously knows his subject matter, his presentation was monotonous.

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9. [REDACTED] film OK.

10. [REDACTED] is quite enthusiastic about his work and is a dynamic speaker. Did a good job of imparting a flavor of the field station, about which I knew nothing.

January 17

11. Dr. Ernst knows his subject, but did not do a very good job of explaining it. Admittedly, economics particularly on the international scene is very difficult to explain in a short period, and perhaps he tried to cover too much.

12. Mr. Duckett is a masterful speaker and did an excellent job of communicating his philosophy of his job.

13. Mr. Janney was adequate.

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14. Since [REDACTED] is my boss, I have made detailed comments to him. I think perhaps the audience was overwhelmed with the amount and complexity of the information being presented. It is a difficult subject to cover in a short period of time.

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I talked with [REDACTED] during one of the breaks and he said he wanted frank comments. I have done so, and would appreciate your removing my name from these comments if you pass them along to the speakers.

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[REDACTED]

Intelligence Community Staff

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MEMORANDUM FOR: Director of Central Intelligence

**SUBJECT : Final Presentation in
"CIA Today and Tomorrow" - Course No.4**

1. I am delighted that you will be able to give the final presentation in the fourth running of "CIA Today and Tomorrow," which will be conducted in the Auditorium from 15 through 17 January 1974. Subject to your approval we have scheduled your presentation on the final afternoon of the course, Thursday 17 January, from 1520 to 1600 hours.

2. The major objective of the course is to reorient and update the students on current and future Agency plans and developments. Any remarks you might wish to make regarding the present and future course of the Agency and the Intelligence Community would be particularly appropriate and appreciated. May I suggest that you leave at least 15 minutes of the scheduled time for a question and answer period?

3. The audience will consist of approximately 225 Agency employees from all Directorates. Attached is a copy of the OTR Special Bulletin describing the course. As soon as a final schedule is completed, I shall forward it to you.

**Alfonso Rodriguez
Director of Training**

Att

Distribution:

0 - Adse, w/Att
1 - DDCI, w/Att
1 - ER, w/o Att
1 - DDM&S, w/o Att
2 - DTR, w/o Att
1 - OTR/I&M, w/o Att
C/I&M:LB/mb 3 Jan 74

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SPECIAL BULLETIN

O F F I C E O F T R A I N I N G

4 December 1973

STATINTL

To: All Training Officers of the Agency

CIA - TODAY AND TOMORROW

The Office of Training will present the fourth running of "CIA Today and Tomorrow," in the Headquarters Auditorium on 15, 16, 17 January 1974.

The main objective of the course is to inform the participants about recent developments and future programs in the Agency and the Intelligence Community. This course can be particularly helpful for those who have recently returned from overseas assignments; for those who have not attended any course dealing with Agency-wide activities within the past five years; and for employees whose present or proposed duties require a broader knowledge of Agency activities. Although designed primarily for professional employees, others will be admitted, on a space available basis, upon recommendation of their supervisors.

Note: A fourth day (18 January) will be held for the DDO participants in "CIA Today and Tomorrow." This segment will provide a more detailed look at various changes in the organization and policies of the Operations Directorate. DDO participants will be expected to enroll for the full four days.

Included in the course content will be such topics as:

1. CIA's Role in the Intelligence Community
2. Issues Confronting the Directorates
3. The Agency's Role in Combating the International Drug Problem

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4. CIA Support of U.S. International Economic Policy
5. The Soviet Union: An Intelligence Appraisal
6. Current and Prospective Agency Management Policies and Problems

Lectures and discussions will be conducted by senior Agency officials currently involved in the topics under discussion. Topics will be added or deleted, according to timeliness, appropriateness and general interest.

DATES : 15, 16, 17 January 1974 (also 18 January for DDO Personnel only)

PLACE : Headquarters Auditorium
(Fourth day: Room 1A-07)

REGISTRATION: Submit Form 73 "Request for Internal Training" to OTR/II/IMB, Room 921, Chamber of Commerce Building through the Senior Training Officer no later than 7 January 1974. Items #11, 12, 14, 15 and 16 need not be filled in.

ADDITIONAL INFORMATION : Future runnings of "CIA Today and Tomorrow" are scheduled for:

23 - 25 April 1974
25 - 27 June 1974

On course content call [REDACTED], extension 2127. On registration call OTR/ISS/AIR, extension 2365.

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23 November 1973

MEMORANDUM FOR THE RECORD

SUBJECT: CIA Today and Tomorrow Meeting with DDO
Senior Training Officer

- STATINTL 1. On 23 November I met with [REDACTED] to discuss the next CIA Today and Tomorrow, including the fourth day which will be presented for DDO personnel only. [REDACTED] is working on this day in conjunction with [REDACTED] STATINTL
- STATINTL 2. We discussed the DDO coverage in the basic three-day program. Last time we had presentations on the overall DDO mission (by Mr. Nelson) and talks on the Field Station, Terrorism, and Narcotics by [REDACTED] and [REDACTED] respectively. Of these three [REDACTED] presentation had not been too well received—primarily because he relied too heavily on organizational material, and did not use enough examples or case studies. STATINTL
- STATINTL 3. [REDACTED] wondered if perhaps presentations by Nelson and [REDACTED] would be enough. I pointed out that this would be giving the DDO an awfully small portion of the pie—and that I felt the Agency-wide group would be interested in one or new presentations in the "newer" priorities of the DDO—e.g., drugs or terrorism. I told him we would be drafting up a schedule within the next week or so and would be glad to provide options which he could discuss with Mr. Nelson if he wished. He agreed that this would be a good idea. [REDACTED] told me, incidentally, that Mr. Nelson would like to appear in both the three-day course and the extra day for DDO people only. STATINTL
- STATINTL 4. In regard to registration procedures, I outlined the proposal which [REDACTED] and I worked up to cut down on paper work and ease the administrative load. [REDACTED] felt it was important that DDO people get "course credit" for this, and showed me a couple of career development plans in which this course had been specifically recommend for DDO careerists. He suggested that the divisions continue to send the Form 73's (pink sheets) to him, and that he would make up a consolidated STATINTL

list which would be sent to OTR. This list, along with lists from other Directorates, could be used as a check-in device the first day. It would then be used by the OTR Registrar for posting to the attendee's Agency training record. We agreed that "attendance records" as such will not be kept after the first morning.

5. We discussed another alternative—issuing tickets as we do for the Guest Speaker Program. [REDACTED] felt this would not work too well. He was frank to admit that some supervisors, including division chiefs, would be inclined to "hold back" distribution of tickets; whereas if we registered for the course in the normal way, supervisors would be much more inclined to let them attend. STATINTL

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6. I told [REDACTED] I would include a sentence on the additional fourth day in the Special Training Bulletin, and would touch base with him further on administrative procedures before it is published. (Our target date for the bulletin is the first week in December—course is scheduled for 15-17 January 1974).

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[REDACTED]
Chief, Intelligence and Midcareer Branch
Intelligence Institute

19 November 1973

MEMORANDUM FOR THE RECORD

SUBJECT: Registration Procedures for CIA Today
and Tomorrow

1. On 19 November I met with [REDACTED] to discuss registration procedures for the next CIA Today and Tomorrow scheduled for 15-17 January 1974.

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2. I pointed out that the normal registration procedures—i.e., submission of Form 73 "Request for Internal Training"—has proven very cumbersome for both the Registrar's office and the Intelligence Institute once the course was moved from Room 1A-07 to the Headquarters Auditorium. It also required the services of four training assistants during the three days of the course to "sign in" the students.

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3. After some discussion, [REDACTED] and I both felt the paper work could be reduced tremendously by eliminating the Form 73's and having the Senior Training Officers submit a roster of attendees on Form 261 to OTR in advance of the course. Quotas could be allotted to each Directorate, and the Form 261's could be used as a "sign in" sheet on the first day. (We would use the "honor system" for succeeding days.)

4. This procedure, we felt, would be better than issuing tickets. For one thing, it would cut down on printing and paper costs. It would also mean that on the basis of those who checked in the first day, the Registrar's office could give credit for the program in the attendee's permanent training record.

5. We felt also, that this plan, which is merely a modification of the normal registration procedure, would not require DTR approval before putting into operation.

6. The procedure would be noted in the next OTR Special Bulletin on the course (scheduled to come out around the end of this month); the Senior Training Officers would also be notified telephonically by the Registrar's office of this change. They would be asked to submit a roster of names to OTR based on the quota for their directorate, a week before the course starts.

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Chief, Intelligence and Midcareer Branch
Intelligence Institute

29 October 1973

MEMORANDUM FOR THE RECORD

SUBJECT: "DDO Day" Follow-on to CIA Today and Tomorrow

1. The DDO Senior Training Officer and I met on 24 October to discuss arrangements for an extra day for DO personnel who attend the three-day course, CIA Today and Tomorrow, as discussed in his memo of 12 October to SA/OTR. Inasmuch as CIA Today and Tomorrow is conducted on Tuesday through Thursday, I suggested to [REDACTED] that the Friday following its conclusion would be a logical time to provide the extra day--a proposal which he concurred heartily.

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2. I agreed that for the 15-17 January 1974 running we would reserve for 18 January space in which to conduct the DDO day. [REDACTED] has reserved both 1A07 and, in the event the DO attendees cannot be accommodated therein, the Auditorium.) [REDACTED] and I also agreed that the subject matter to be covered in the DDO day should supplement the DO coverage contained in the regular three-day program. If the January 1974 running were to follow the recent October running, the following topics and prospective speakers might be indicated:

TOPIC

SPEAKER

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"How the CS Organization is Working Now"

"The New CS Evaluation System"

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Final Remarks

Nelson

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3. I explained to [REDACTED] that I felt OTR could play an active role in organizing (developing the program, writing Scope Notes and making arrangements) for this running, in consultation with him, but that future runnings of such a fourth day might present staffing problems, particularly if other Directorates were to look to us to conduct counterpart fourth days. We, therefore, tentatively agreed that OTR would take the lead in arranging for a DO fourth day in January and that it might become necessary for his office to take over the active responsibility in the future with OTR playing a consulting role. At present additional runnings of CIA Today and Tomorrow are scheduled for 23-25 April and 25-27 June 1974. STATINTL

STATINTL

[REDACTED]
Chief, Intelligence Institute

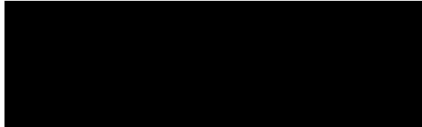
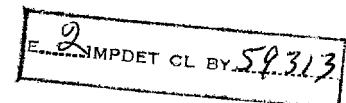
~~CONFIDENTIAL~~12 DEC
1974

MEMORANDUM FOR: Special Assistant for Operations Training-
Office of Training

SUBJECT : Addition of a Special DDO Day to the
CIA - Today and Tomorrow Course

As discussed with you previously, it would be appreciated if OTR would arrange for a fourth and additional day to be added to the CIA - Today and Tomorrow Course. This day would be designed to brief DDO officers, particularly those recently returned from overseas, on recent developments within the DDO. I would be pleased to consult with the person chosen to run this course on possible topics, speakers, etc. As you know, this suggestion has been very favorably received by most of the Divisions throughout the DDO. I believe it would also be helpful if this additional day could be initiated during the 15 - 17 January 1974 running of the course.

25X1A


DDO/TRO~~CONFIDENTIAL~~

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STATINTL

FROM:

DDO/TRO
3 C 43, Hqs.

gsm

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. OTR - Special Assistant
for Ops Training -
816 C of C Bldg.

10/15

[Signature]

1-3; They want us to
"run" this i.e. provide
the coordinator. Does
this fall in your
bailiwick?

25X1A

3.

16 Oct 73

[Signature]

3-5; I believe that our
conversation in Curr. Comm.
last week resulted in the
decision to proceed with
the development of the extra
day of TOT for DDO officers.
Your ball, old bean?

4.
25X1A

6.

7.

8.

9.

C/Intell, Institute

10.

11.

12.

13.

14.

15.

5-9. Our role in
this seems closer to
[redacted] than it does to
me. I suspect, though,
that someone in OTR
will have to organize and
run this extra day.

Larry